



BAUMANN IN MOTION FOR 125 YEARS



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THE MAGAZINE OF BAUMANN SPRINGS LTD
ON THE OCCASION OF THE COMPANY'S
125TH ANNIVERSARY

BAUMANN IN MOTION

FOR 125 YEARS

There are years that stay in the memory. Indelibly. 1886 is one such year. It was the year when Coca-Cola and Mercedes Benz were established. Both companies are celebrating their 125th year in 2011; they are globally successful and have cult status. The same applies to BAUMANN. And yet very few people outside the Zurich Oberland know the BAUMANN name. At the same time there is hardly a single car that does not include parts from BAUMANN. Incredible but true. Life still writes the best stories. And if you don't read them clearly documented in black and white you might well think them to be fairy tales from A Thousand and One Nights. And so you have an anniversary story in front of you, an exciting family saga stretching across four generations and 125 years of BAUMANN. A story that becomes even more exciting when told in the temporal, cultural and macroeconomic contexts of the different epochs.

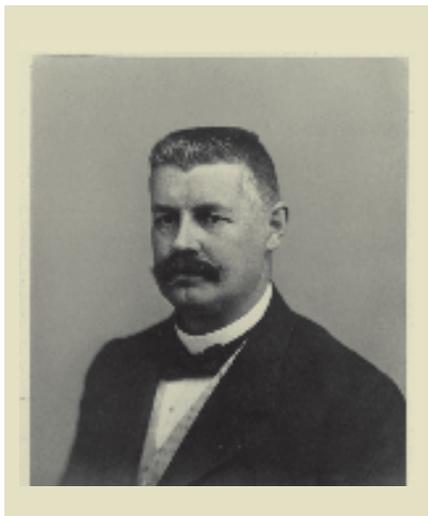
- From the foundation of the company in Rüti by the two youngsters Heinrich and Caspar Baumann, just 25 and 20 years old in 1886, through to the move to Ermenswil
- From the production of weaving utensils and wooden items to the manufacture of springs
- From the establishment of a "welfare fund" to today's pension fund
- Of the global expansion of the company's plants and the introduction of electronically controlled production processes
- Of barbecued sausages for elevenses and chocolate rabbits at Easter
- Of traditional values and the continuous pursuit of the future as a principle

An "inventory of the present" and simply everything about BAUMANN, how it works and develops, about responsible works managers, markets, products and a company's most important capital along with its know-how: the workforce. And last but not least the interview with Thomas H. Rüeegg and Hansjürg Hartmann, the two schoolmates who took over the management of the BAUMANN Group on 1 December 2010 as its fifth-generation bosses, and who talk about their expectations and visions for the future.

THE FIRST GENERATION 1886–1930



Heinrich Baumann, co-founder of the company



Caspar Baumann, co-founder of the company

THE FOUNDERS

HEINRICH BAUMANN, 1861 TO 1932

Son from the first marriage of Caspar Baumann with Elisa Honegger

- Co-founder of the company “Gebrüder Baumann”
- Chairman of the Parish Council and Board of School Governors, Rüti
- Chairman of the Municipal Council of Rüti
- Member of the Cantonal Parliament
- Member of the National Assembly
- Member of the Executive of the Zurich Chamber of Trade, Canton Crafts and Trades Association, Mechanical Engineering Employers’ Association

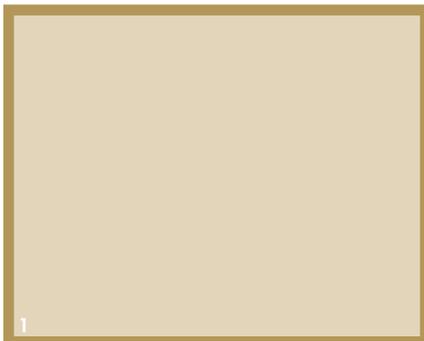
CASPAR BAUMANN, 1866 TO 1922

Son from the second marriage of Caspar Baumann with Barbara Honegger (the sister of his first wife)

- Co-founder of the company “Gebrüder Baumann”
- Chairman of the Primary School Board of Governors
- Founding president of the Employers’ Association of the Zurich Oberland

FARSIGHTED PIONEERS

The first generation continues the trade of the father but has the business foresight to switch materials from wood to metal and to relocate the company to a location where water power can be utilised. It also takes confidence to focus on the product “springs”, a technology that was at that time still in its infancy. By quickly building up a respectable workforce of 25 employees, this generation also assumes social responsibility, a characteristic which the company still displays to this day. In 1921, following the First World War, it establishes the “Employer’s Pension Fund” and invests an endowment sum of 60,000 Swiss Francs for that purpose.



1 – Generator and steam engine (1925)
2 – Advertisement from around 1911

FROM THE PRODUCTION OF WOODEN ITEMS TO THE MANUFACTURE OF SPRINGS

THE BAUMANN COMPANY IN THE YEARS FROM 1886 TO 1930

When Caspar Baumann, father of the subsequent founders of the company, dies in 1882 following a serious illness, his 16-year-old son Caspar takes over the family wainwright business in Rüti, under the supervision of his mother, while his brothers Heinrich and Fritz are working for other companies. In 1886 Heinrich Baumann comes home and, together with his brother Caspar, establishes the company Gebrüder Baumann. It is opened on today's Werkstrasse in Rüti, where their deceased father had run his wainwright business. Weaving utensils and wooden items are produced. These are primarily supplied to the nearby company of "Johann Caspar Honegger", which builds textile machinery.

THE MOVE TO ERMENSWIL

In 1888 the young company buys an old spinning mill in Ermenswil. This is situated on the Lattenbach stream so it has water power. During the night of 8–9 October 1897, the workshops, in which 25 people are now employed, are burned down to their foundations. Less than three months later – things moved that quickly in those days – production is resumed in a new building.

From around 1897 the Baumann brothers start manufacturing springs, initially for the textile machinery industry in Switzerland and shortly after that for the booming automotive industry in Italy. That marks the start of the actual development of the BAUMANN company into one of the world's biggest and most important spring manufacturers.

At the time of the First World War the workforce includes around 180 employees. Together, and thanks to the so-

cial commitment of the bosses, they get through the difficult period of the war and the depression.

They produce leaf springs, buffer springs, locking washers, elliptic springs for wagons, as well as spiral, tension and compression springs.

WATER AS A DRIVING FORCE

With the acquisition of the spinning mill in Ermenswil in 1888, the Baumann brothers access the power of water. This means that the machinery and equipment no longer has to be powered by hand. The water is taken in an open channel to the turbine. From there belts lead to a shaft mounted under the roof of the building, and from this shaft each machine is individually driv-

en by means of a belt. There are masses of belts lined up one after another, like so many trees in a forest.

TELECOMMUNICATIONS FROM THE YEAR DOT

The first forerunners of telegraphy are developed following the discovery of electromagnetic induction by Michael Faraday in 1833. Shortly after the BAUMANN company is established there are already the first telegraphic links via radio.

The first telephones are available from around 1870. Calls are made by winding a crank, which creates a sound like an alarm clock at the recipient's end. Two cables lead from each telephone to the exchange, where a telephone operator sits,

BACK THEN ...

In 1885 Gottlieb Daimler invents the petrol engine.

In 1885 the patent for the gramophone is registered in the USA.

In 1886 Karl Benz registers the patent for his invention, a three-wheel motorcar with a gas engine.

In 1886 Saurer starts producing internal combustion engines.

In 1886 the recipe for Coca-Cola is patented.

In 1894 the first car race is held. On the 50km route from Paris to Rouen the drivers achieve an average speed of at least 12.5 km/h.

In 1897 Rudolf Diesel presents the first diesel engine.

In 1900 the first Zeppelin takes to the skies.

In 1900 the giant Ferris wheel starts to turn for the first time in Vienna's Prater park.

In 1900 Zeiss produces the first prismatic telescope.

The ladies wear wide skirts, puff sleeves and sashes.

In 1911 the first military plane takes off.

Between 1914–1918 the First World War takes the lives of around 17 million people. As a neutral country, Switzerland is spared any "direct belligerent activities", but despite that the effects on the economy are devastating.

- 1— The factory site around 1890
- 2— The forest of belts in the spring production plant (around 1935)
- 3— Newspaper advertisement (start of the 20th century)

Education in the 19th century, or how the Baumann brothers grew up. The sons of Caspar Baumann come from a respectable craftsman's family and enjoy a good education, which is certainly not typical of this era.

Heinrich Baumann comes into the world on 4 December 1861 in the family house at Nauen in Rüti. He is a bright lad and he attends the schools in Rüti. After successfully completing his second year at secondary school his parents send him to the *École Secondaire Commerciale* in Neuenburg for two years. That gives him the opportunity to learn French and at the same time to train in commercial subjects. In 1877 he comes back to Rüti and completes a three year business apprenticeship at the engineering works of Caspar Honegger.

On completion of the apprenticeship he works for this company for a further year as a commercial clerk. In April 1881 he moves to St. Gallen and works in his cousin Rudolf Baumann's business. Rudolf Baumann is the successful proprietor of an umbrella business. Heinrich Baumann travels all over Switzerland as an umbrella salesman and he even sells his umbrellas in Italy, France and Austria. He is a very sociable, successful and skilled salesman and he soon becomes a member of the Swiss Association of Travelling Salespeople.

Fritz Baumann, Heinrich's youngest (half) brother also completes an apprenticeship as a fitter in the engineering works of Caspar Honegger in Rüti. At his brother Heinrich's urging he also gains further professional experience outside Rüti. Following a lengthy stay in Basel, Fritz Baumann works for the Bell company in Kriens. Together with his brother Heinrich, Fritz applies for a job in the railway workshops in Bellinzona, wearing his Sunday best at Heinrich's express request and he does indeed get the job. So Heinrich encourages him to put his heart and soul into learning Italian and his mother puts an Italian grammar primer in with the next bag of washing. After these years of apprenticeship and seeing the world, Fritz also enters the newly established Gebrüder Baumann company; not as a shareholding partner but as a fitter and mechanic.

All we know about the "middle" son **Caspar** (also a half-brother) is that after his father's premature death he continued the parental wainwright business together with his mother. Clearly he too shows entrepreneurial skills in his early years, because the company is successful under his management.

making the required connections by means of jack plugs. The first telephone exchange with five lines connected to it is set up in Washington in 1877. Just a short time after that the telephone also makes its debut in Europe.

An important means of communication for the business world of the day is of course the postal system. The Swiss post office is formed in 1849 and since 1850 there have been stamps that are valid throughout Switzerland.

The exchange of letters between companies is conducted very formally and each letter contains courteous phrases which seem rather amusing today.



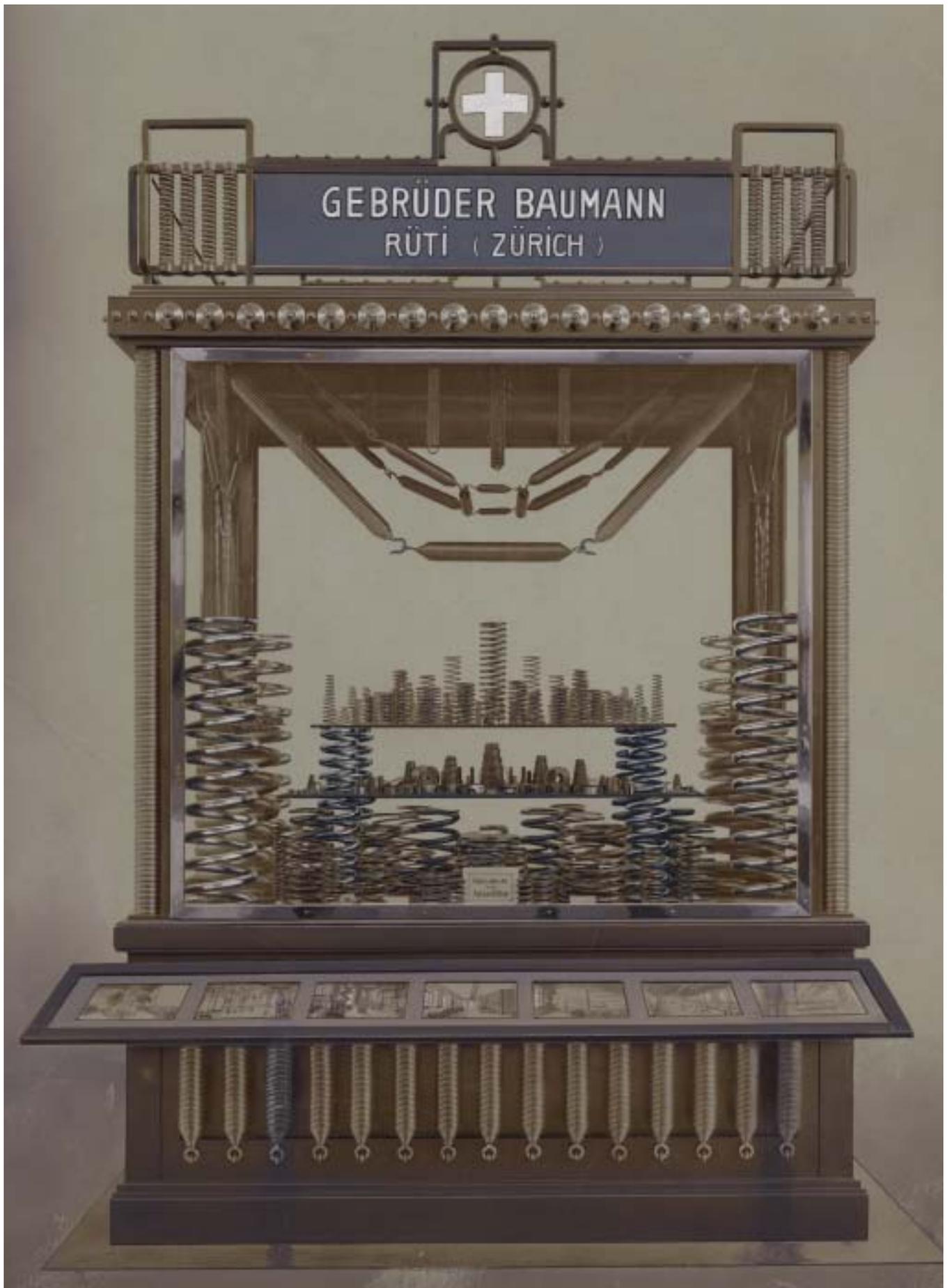
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2



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THE SECOND GENERATION 1930–1960



Henri Rüegg-Pfenninger

HENRI RÜEGG-PFENNINGER, 1886 TO 1960

Son from the second marriage of Barbara Baumann-Honegger with Hans Rüegg (so Henri Rüegg is a half-brother of Caspar Baumann). Already orphaned at the age of eight, Henri Rüegg grows up in the family of his oldest sister.

- Diploma from the Cantonal Business School in Neuenburg, further education – in Mendrisio and London
- Director of the company from 1922 to 1960
- Active service as the commanding officer (Captain) of a Highland Fusilier Company (First World War)
- President of Primary School Board (as the successor to his half-brother)
- Chairman of the Municipal Council of Rüti



Ernst Baumann

ERNST BAUMANN, 1895 TO 1931

Son of Heinrich Baumann. Entered the company in 1923 and died in 1931, at the age of only 36.

DEVELOPMENT AND EXPANSION IN DIFFICULT TIMES

The second generation has the severe depression of the thirties to deal with, and also manages the company during the difficult years of the Second World War. The company grows to 250 employees before the war and in the post-war years the workforce is actually expanded to more than 700 people.

The establishment of the sales company BIOS AG and the first sortie into Italy – the first move outside Switzerland in fact – marks the start of a crucial expansion phase.

The extent to which the company is aware of its social responsibilities is expressed once again when in 1943 – in the middle of the Second World War – the “welfare fund”, again a purely employer-funded institution, is established. Finally in 1952 the welfare foundation of BAUMANN + CIE AG is created, an arrangement for which both the employer and the employee make financial contributions and which is expanded in several stages into the pension fund which is still in operation today.



1



2

- 1— Forge (around 1930)
2— Henri Rüegg-Pfenninger in the Tribelhorn electric car (approx. 1940)

FIRST STEPS ABROAD

THE BAUMANN COMPANY IN THE YEARS FROM 1930 TO 1966

In 1933 the partnership under the name of "BAUMANN + CIE, Rüti/ZH" is transformed into a public limited company and is from now on called BAUMANN + CIE Aktiengesellschaft Rüti/ZH. Henri Rüegg-Pfenninger heads the company as Director and Delegate of the Board of Management.

1936 sees the establishment of the first subsidiary, "BIOS AG", in Rüti. As a sales company, BIOS AG markets the metal foot rests made under licence at Baumann. Later this business is extended to include shoes, boots and clogs.

At this time BAUMANN has a workforce of around 250 people. The employment bottlenecks caused by the crisis are exacerbated by new problems: Switzerland is surrounded by the axis powers, the borders are largely closed, materials procurement and any deliveries abroad are seriously impeded as a result. The male employees have to do active service. Primarily thanks once again to the socially responsible mindset and actions of the management, the company survives this extremely critical time.

EXPANSION OF THE BOARD OF MANAGEMENT

The management of the company is expanded by the entry of the two sons of Henri Rüegg-Pfenninger, Dipl.-Ing. Hans Rüegg in 1944 and Dr. iur. Theodor Rüegg in 1945.

The works committee is established in 1947. Its job is to represent the workforce in dealings with the management. The basis of its work is the "Union peace agreement" in the engineering and metalworking industry.

In 1947 BAUMANN + CIE AG expands abroad. PRODOTTI BAUMANN S.p.A. starts up in Brescia. The company is set up and managed by local co-founder and minority shareholder Dottore Silvio Benedetti. Thanks to the proximity of the local car industry, this factory rapidly becomes one of the leading spring-making facilities in Italy.

The parent company in Switzerland grows rapidly in the post-war years and the workforce increases to over 700 by 1960. Rising imports are the reason for the growth. Along with Italy, intensive marketing is primarily carried out in Germany, Austria, France and the Benelux coun-

tries, and with increasing success. The task is to conquer many challenges such as import quotas, shortage of foreign exchange and licensing obligations. In addition to which, the manufacturing costs for the products in Switzerland are already considerably higher than in other countries. The main sales areas at this time are in mechanical and electronic engineering and the car industry.

In 1951 a custom was introduced which endures to this day: the chocolate rabbit at Easter. At this time there is still a 20 franc coin for the Easter roast and also two eggs for each child.

BACK THEN ...

The economic crisis reaches its peak in **1932**. There are 6 million people unemployed in Germany.

In **1933** the National Socialists come into power in Germany.

Switzerland is in the grip of a deep-seated economic crisis with serious employment problems.

In **1933** Malcolm Campbell sets a new land speed record.

He drives his car Bluebird at 437.91 km/h.

1933 is also a year of records in the air: Willy Post flies around the world in 121 hours.

On 1 September **1939** the German army attacks Poland; the Second World War begins. Switzerland is once again spared invasion in this war. However, the effects on the economy and on society are once again far-reaching. The war lasts until 1945 and claims around 60 million lives.

In **1946** many parts of Europe lie in rubble and ash. The major cities of Germany are particularly badly affected. Reconstruction revives the economy and leads to rapid economic growth, especially in Switzerland too.

1946 sees the arrival on the market in Italy of the famous "Vespa" motor scooter.

In **1946**, series production of the "Volkswagens" is started in Germany.

In **1946** a plane reaches a height of 17,000 metres for the first time.

1949 sees the birth of the Council of Europe.

In **1950** the Schumann plan for closer cooperation in Europe is presented.

The European Union is founded in **1951**.

Feminism BAUMANN employs its first career woman. Emilie Frei is the company's first female manager. She enjoys great respect, above all among the business apprentices. Even when the pencil stub is almost impossible to hold because there is more tip than pencil, it is far from finished ...! That's why there are metal extension tubes. When the inventory is taken at the end of the year, even the balls of string have to be unwound, measured with a tape measure and then rolled up again.

Twits A worker comes up to the company boss, beaming with pride, and tells him that from his window he has just watched fellow employee Franz doing no work at all for a whole hour. When asked by the boss what he has been doing himself for the last hour, he slinks away red-faced.

Silent night ... Even at this time there are pranks galore in the Christmas period. The workforce traditionally relocates to the Lion in Rütli for lunch. The mood there is normally one of cheerful festivity. When a normally very restrained employee has one beer too many, he is taken home by his workmates. They decide to play a joke and they prop the poor chap up in the front doorway, ring the bell and quickly hide behind a hedge. When his wife opens the door she just manages to catch her husband – to the great delight of his workmates. What happened next is unknown.

Chauffeur At this period the company already has a chauffeur. He makes deliveries and drives the company boss. When he retires he admits that he has never owned a driving licence ...

There is also great hardship during the Second World War. Food is allocated by means of rationing stamps and the Wahlen Plan prescribes that even public squares have to be planted with food crops. One well-known example is the planting of vegetables on Zurich's Sechseläuten Square at Bellevue. Most men are on active service, so the women have extra work to do.

COMMUNICATION BY PUNCHED TAPE

For business contacts within Switzerland, but especially with partners abroad, companies frequently use TELEX (TELEprinter EXchange). Data and text are exchanged via teleprinter, using a special communication network. As typing on the machine itself is very slow and incurs high costs because of the long transmission times, the texts are first written on punched paper tape and then read by means of a special device. In addition to the exchange of information in business life, telex is key to the work of newspaper and radio editorial teams. News from around the world is distributed by means of telex.

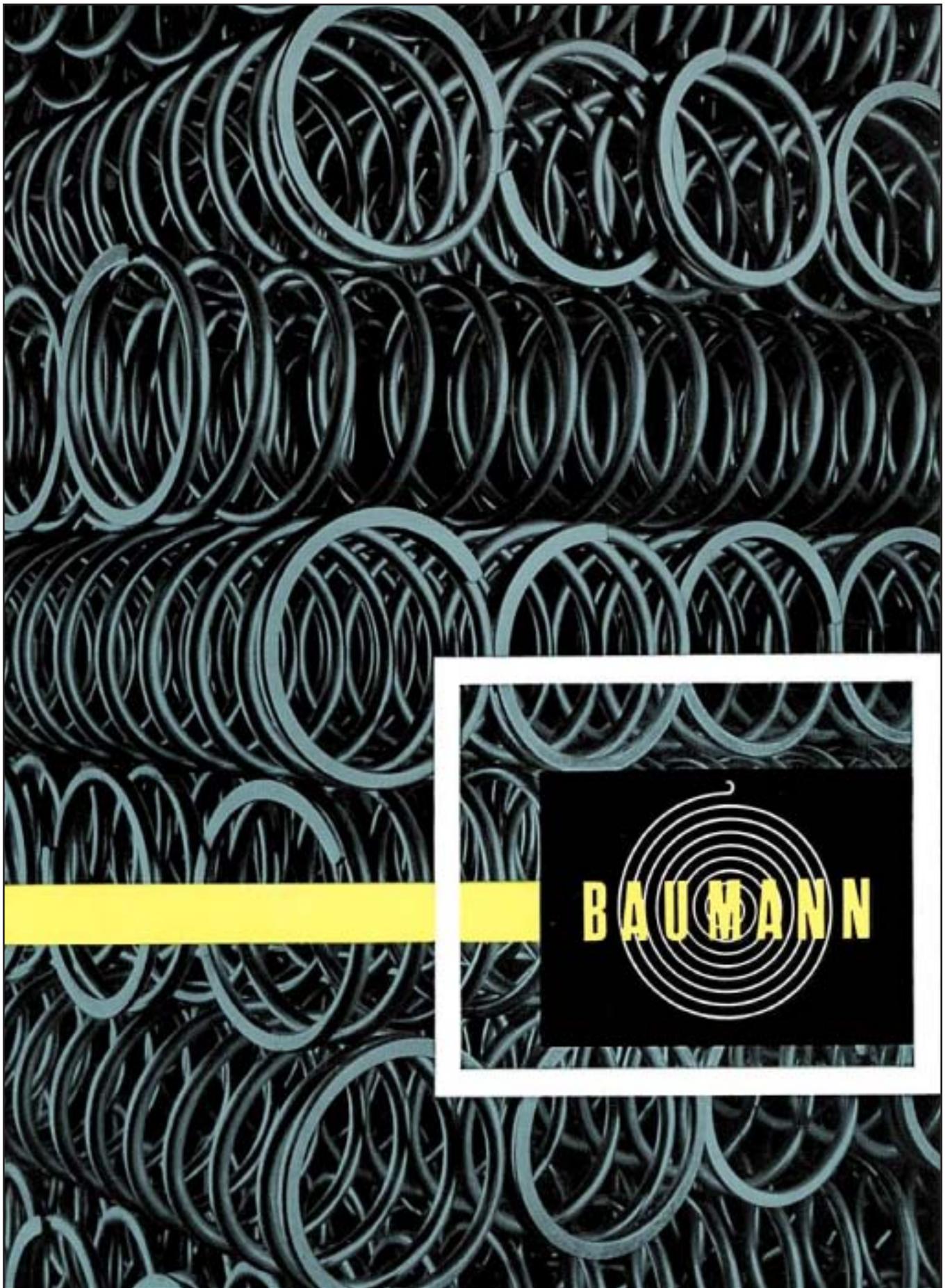
And of course the telephone is also becoming increasingly important for communications. BAUMANN has a large telephone exchange. All calls have to be made by calling the exchange. The exchange then makes the connections. For calls abroad the waiting time can extend to hours, depending on the country.



The first UB machine (around 1957)

THE HARD EVERYDAY LIFE OF THE FACTORY WORKERS

The economic crisis in the thirties brings suffering and hardship to most Swiss families too. There is mass unemployment to a degree not previously experienced. And those who do have work have to accept wage cuts. The index of consumer prices created in the twenties has hardly any effect on wage levels, because inflation and deflation alternate with relative frequency. Work on the production line becomes the norm in the automotive and other industries, and, insofar as their work can be measured, many employees are on piecework. There are large wage discrepancies between the sexes: A woman in a cotton mill earns around a third less than an unskilled male worker.



THE THIRD GENERATION 1960–1983



Hans Rüegg-Dressel

HANS RÜEGG-DRESSEL, DIPL. ING ETH, 1918 TO 1991

Son of Henri Rüegg and Ida Pfenninger

- Director of the company from 1960 to 1983
- Captain
- Member of the Cantonal Parliament
- Member of the National Assembly
- President of the Swiss Mechanical Engineering Employers' Association (ASM)
- Executive Board Member and Chairman of some important companies in Switzerland

THEODOR RÜEGG-KIETZ, DR. IUR., 1920 TO 2004

Son of Henri Rüegg and Ida Pfenninger

- Director of the company from 1960 to 1983
- Captain
- Chairman of the Primary School Board of Governors
- Chairman of the Municipal Council of Rüti
- Member of the Cantonal Parliament
- President of the Employers' Association of the Zurich Oberland



Theodor Rüegg-Kietz

TECHNOLOGICAL ADVANCES AND INCREASING INDUSTRIALISATION

The third generation provides a stable basis for the company. The company expands its sales to the international markets. The Sales organisation is internationalised accordingly. Relationships with major and globally active customers are

increasingly intensively cultivated. New technologies are developed and employed in production. The company goes for markets with large production runs, such as the typewriter industry, and is capable of manufacturing these in the required quality with a high level of automation. Once again this generation experiences not only rosy times but also has to hold its own in some difficult economic situations.

The social partnership is established. The management includes the members of the works committee and of the newly established staff committee in the key decisions of the company. Junior staff development is encouraged and the company invests in the training of apprentices in a specially created training workshop.

The company also sets up its own crèche and employs fully trained nursery nurses to look after employees' children. Sporting facilities and events are organised to provide meaningful and supplementary leisure activities.

Dipl.-Ing. Hans Rüegg is President of the Employers' Association of the Swiss Mechanical Engineering Industry (ASM) and for that reason BAUMANN is involved in many projects. One of these is intended to promote the integration of foreign employees – in those days above all from Italy – by means of films, audio-visual presentations and workshops. And last but not least new working models are tried out, such as job rotation, job enlargement and job enrichment. These are intended to promote employee motivation and satisfaction. New systems and schemes for in-house suggestions are also tested.

THE MODERNISATION PHASE AND THE ARRIVAL OF ELECTRONICS

THE BAUMANN COMPANY IN THE YEARS FROM 1960 TO 1983

BAUMANN + CIE AG celebrates its 75th anniversary in 1961. The company's clubs (brass band, male voice choir and sports clubs) take an active part. The celebrations take place in a large pavilion.

At this time BAUMANN's main customer is the business machine industry. BAUMANN is the market leader in this segment in Europe. The basis of its success is the in-house development of automated machinery for the manufacture of tension springs. Springs for business machines are even exported to the USA.

FIRST Foothold IN GERMANY

It is primarily the shortage of qualified staff that leads to the acquisition by BAUMANN of a small spring manufacturing facility in the German town of Liechtenstein. Along with the parent plant, this factory supplies millions of tension springs to the manufacturers of electro-mechanical typewriters in subsequent years. The German company quickly establishes new strengths in the manufacture of punched and bent components, which are still key to the production programme to this day.

In 1970 BAUMANN issues invitations to a family day. 1,200 people view the fabrication facilities and enjoy a snack of sausage and bread. A helicopter is employed for the erection of the floodlights for the new sports ground. The slide rule is replaced by the PC. The welfare foundation offers 145 of its own apartments in this period.

BAUMANN is extraordinarily successful with its tension springs. Together with the fabrication departments in Germany and Italy, three million tension springs have been produced up to this point.

BACK THEN ...

On 12 April 1961 Yuri Gagarin is the first man to circle the world in the spacecraft "Vostok 1".

In 1961 the Air Traffic Control Service is automated.

In 1961 plastics achieve a temperature resistance up to 200 degrees.

In 1961 the Beatles cause a sensation with their music and get teenage girls in particular screaming.

In 1968 students become active even at the Swiss universities; later people speak of the "68 generation".

1969 is the year of manned space flights, with the first moon landing as the unforgettable highpoint on 21 July.

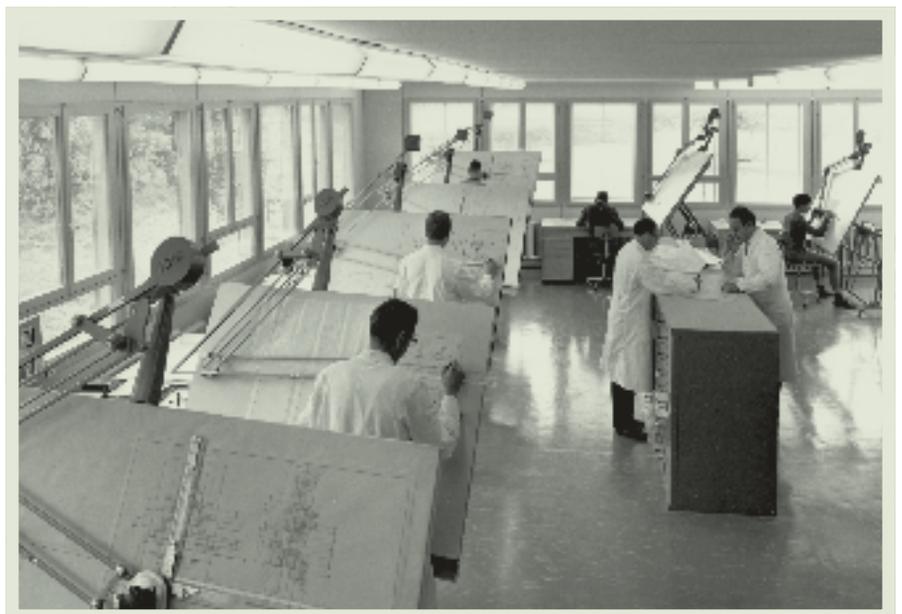
Women's fashion is dominated by the mini-skirt, worn with high boots and overlong overcoats.

In some cities people are increasingly confronted with the problem of young drug addicts.

In 1970 and the next few years the headlines in the newspapers are dominated by avalanches, earthquakes and catastrophic storms, as well as numerous plane hi-jacks

In the economy the term "stagflation" (stagnating economic activity with simultaneous inflation) is doing the rounds, a term which does not actually exist according to the text books.

The seventies are a time of great difficulty for the economy: One after another, various globally active companies relocate their production to Southeast Asia.



Design (1961)

Elevenses are important. Every morning the departments send the apprentices to the nearby shop with a big shopping list. Cervelats are popular; they are baked in the ovens. Everyone “looks after” his own sausage. A spicy barbecue aroma wafts through the workshops. Cider is a popular drink – but not sweet cider. It is brought from home in flagons. It is said that some buy the fruit from entire trees and then press the cider themselves. Later on, in order to limit the time and effort involved, a cart from the landlord of the Rössli and one from the landlord of the Hirschen move from workplace to workplace laden with elevenses snacks. There are actual conflicts between the competitors. In order to make sure that their favourite snack is not already sold out, they order in advance.

Company first aid Maintenance work scheduled by the management is carried out during the factory holidays. The company first-aider is of course also on site in order to deal with any injuries, but his main job is to answer all incoming telex messages with a prepared telex strip, “BAUMANN + Cie AG is closed for maintenance work”. Nor are any orders taken in this period.

The opening of the mail is at this time the job of the management. They meet up at the start of every working day, “armed” with letter openers. In time they come to recognise envelopes with “order potential”, so the “lower echelons” of management end up opening mostly advertising mail. There is, however, some mail that raises a smile, such as the enquiry from a gardener asking about the prices for chicken manure, on the assumption that BAUMANN sells chickens’ feathers (“Feder” means both “spring” and “feather”).

Emergency call In 1986 the whole company goes on an excursion. On the way home an employee suffers a cardiac emergency. The special train does not stop at any stations. But the patient needs to reach a hospital urgently. There is no contact at all with the engine driver so the guard ties a note to a heavy object, with the request to stop the train at the next station of any size and to organise an ambulance. As they pass through the next station he throws the note at the station master’s feet. It worked – even without a mobile phone.

If these tension springs were lined up next to one another the resulting distance would stretch to the moon and back twice over.

At this time the apprentices are training for the first time in subjects that are not on offer at the technical college, and for the first time the apprentices’ parents are invited to parents’ evenings.

In 1976 cashless payroll payments are introduced, and in the same year the Association for Family gardens is founded. The general meetings of the company health insurance fund take place according to tradition in Eschenbach at carnival time, and all of Eschenbach joins in the celebrations. In those days the employees can ride to work and home again in five of the company’s own minibuses.

In 1977 the new freight building is inaugurated, in 1978 the new canteen is opened and in 1979 the “Surface Technology” department moves into its own, newly erected building.

THE AGE OF THE COMPUTER BEGINS

With the arrival of Hans R. Rüegg a phase of modernisation and international orientation begins. Electronics are taking over, both on the production machines in the



fabrication facility as well as in the computers in the office area.

Flexibility is in demand even in back then. Contracts with fixed delivery dates are replaced by agreements that provide for deliveries "just in time". Customers try to keep their stock levels low and to minimise risks. The call call-off deadlines are between three and four months.

FROM INTERNATIONALISATION TO GLOBALISATION

Even some of BAUMANN's important customers are building new plants in Asia, and the American market is becoming increasingly important. Hans R. Rüegg is given the job by the Administrative Board of setting up new BAUMANN factories in Singapore and America. After some detailed clarification, Charlotte NC is chosen as the location in the USA. Both subsidiaries are open for business in 1979. America initially as a sales support base, Singapore as a production facility. This marks the start of a new era for BAUMANN. And a new strategy is formulated: "Internationally active customers are to be supplied as close as possible to their locations worldwide." A principle that still applies today. The product range is greatly expanded. In 1980 more than 18,000 different items are produced at company HQ in Rüti, in around 12,000 fabrication orders a year.

However, at this time BAUMANN + CIE AG is also confronted by a serious problem. Within a few months the typewriter are first superseded by the golf ball and later by those with a daisy wheel. Sales of these special tension springs slump abruptly. Instead of resigning itself to decline, the company quickly manages to establish a new market: keyboard springs for the computer industry.

Once again the clever engineers at BAUMANN manage to automate the entire process – including 100-percent test-

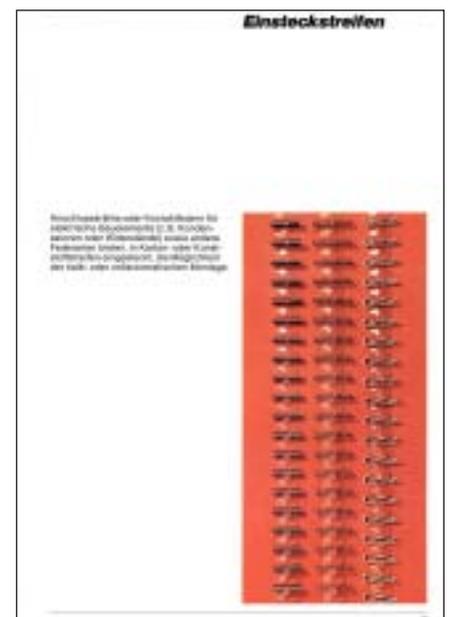
ing. In 1980 the computer age begins for the BAUMANN Group. They start with two IBM S/34 systems. In 1982 and 1983 European industry is under the pressure of a significant recession, which hits the plant in Germany with particular severity.

FAX AND THE ELECTRIC TYPEWRITER CONQUER THE WORLD OF THE OFFICE

1974 sees the arrival on the market of the first remote copier. The information is transmitted over the telephone network. The fax is not regularly used at BAUMANN until the early eighties. The major advantage over the telex lies in the fact that it is also possible to transmit drawings. The typebar typewriter is electrified and later developed into the golf ball typewriter. If a secretary makes a typing error, he/she now benefits from the revolutionary innovation that is the correction key.



4



- 1— Opening of the BAUMANN sports ground in 1968
- 2— The legendary BAUMANN skiing races
- 3— Canteen (1961)
- 4— Crèche

THE FOURTH GENERATION 1984–2010



Hans R. Rüegg-Wäber

HANS R. RÜEGG-WÄBER, DIPL.-ING. ETH

Son of Hans and Helene Rüegg-Dressel, born in 1946

- Operations Director of the company from 1984 to 2010
- Chairman of the Board of Administration
- First lieutenant
- President of the Water Supply Cooperative of the Zurich Oberland
- Member of the works committee in Rüti
- Vice President and Treasurer of Swissmem
- Executive Board Member and Chairman of some important companies in Switzerland

BAMATEC AG, provide the BAUMANN Group with the decisive technological lead over its global competitors. One important factor is the introduction of EDP, which is being expanded into a global system by means of "MOVEX".

With numerous local working visits, Hans R. Rüegg has not only supported the management of the subsidiary companies but also and above all guaranteed the exchange of technical know-how within the Group, which is important in that there are specialists at work in almost every plant who have highly specific expertise. And it is crucially important for an internationally active group of companies to make optimum use of this expertise.

Under the leadership of Hans R. Rüegg, quality management systems are established and certified in every business. A stipulation set by the car manufacturers, but which will also be a requirement of all major customers and industrial sectors in the years to come.

GLOBALY LEADING COMPANY WITH BROAD ORIENTATION

Hans R. Rüegg has vastly expanded the company in its fourth generation, establishing new production plants around the world. The factories in England, France, Spain and the Czech Republic have been added in Europe, and under his leadership BAUMANN has also established the subsidiaries in the USA, Singapore, Malaysia, China and Mexico.

As an engineer Hans R. Rüegg has promoted new, electronically controlled production processes, and with a major boost to investment brought all the plants of the BAUMANN Group up to a high technological status. The in-house development department, and subsequently

THE WORLDWIDE EXPANSION OF THE COMPANY'S PLANTS

THE BAUMANN COMPANY IN THE YEARS FROM 1984 TO 2010

Dipl.-Ing. Hans Rüegg and Dr. Theodor Rüegg step back from operational management at the end of 1983. Together with a new management team, Hans R. Rüegg takes over the management of the company. All the operational processes are optimised.

In 1985 the parent company in Switzerland achieves sales amounting to more than 50 million francs for the first time. The first PCs are employed in the financial accounts department and in the technology department. The company management also works with PCs – the first piece of software is called Symphony.

In this period another product is developed which will be crucial to the BAUMANN Group to the present day: The manufacture of spiral-wound filaments. Over the years the production process, including the testing of these products which are used to preheat the glow plugs in diesel engines, is further automated in various stages.

In 1986 BAUMANN + CIE AG celebrates its centenary with several parties and many guests. The “BAUMANN March”, composed by master baker Bruno Bächtiger from Ermenswil, is performed for the first time. In this anniversary year a new, very successful project is also launched: The development and production of rings to attach plastic wheel trims to the wheels of cars. Once again the engineers at BAUMANN manage to automate the production process. In addition to the automated ring machines, a fully automatic coating system is also put into operation.

BACK THEN ...

In **1985** there are two wine scandals that grab the attention of the public:

In Austria wine is laced with glycol and in Italy with methyl alcohol.

Acid rain and the consequent death of the forest is a major topic, and speed limits are introduced on many motorways to reduce air pollution.

In **1985** a new ski-jumping world record of 191 m is achieved in Planica.

There are around 330 million cars and 100 million lorries worldwide.

The “pill” celebrates its 25th birthday in 1985.

In Berlin escape attempts over the wall from the GDR are becoming more frequent.

In **1986** the reactor accident in Chernobyl triggers a core meltdown and a major discussion on the topic of nuclear energy.

The Berlin Wall comes down in **1989**.

1990 sees the reunification of the two Germanies and major upheavals in the states of the Eastern Block.

The Schengen Agreement is signed in **1990**.

In **1990** the Challenger Space Shuttle disintegrates shortly after launch.

The first ever website is launched.

The arrival of the new millennium is celebrated worldwide in the year **2000**.

Particular attention is paid to all computer systems, because software does not recognise the year 2000.

In **2000** the voting public consent by a clear two-thirds majority to the bilateral agreements between Switzerland and the EU.

On 11 September **2001** the twin towers of the World Trade Centre in New York and the Pentagon in Washington are rocked by terrorist attacks carried out using hi-jacked airliners. There are thousands of fatalities and the whole world is shocked and paralysed.

The euro is introduced as the currency in the EU on 1 January **2002**.

On 26 December **2004** a severe tsunami along the coast of Asia costs 230,000 lives.

In **2005** Benedict XVI is elected Pope.

In **2005** Angela Merkel becomes the German Chancellor.

In **2005** the prototype of the Airbus 380 is presented to the public.

In **2005** one of the legendary double-decker Routemasters completes its last service run in London.

The pavements are taken over by the kickboard.

Smoking permitted In some offices there is still a lot of smoking, but not everyone likes it. A cheroot smoker, who is always extremely considerate, places his still burning cigar on the radiator in the corridor before entering each office. As a result the corridors are full of cheroot smoke for days and in the evening there are cheroots lying on various radiators, which their owner has entirely forgotten.

Under cover Wage packets used to be made up in cash. Transporting money about was really precarious even in those days. The cash is collected in two cars from the bank in Rüti. The chauffeur and the Head of Financial Accounts sit in the first car and two former policemen, who are now employees of BAUMANN, sit in the second car. These always wear raincoats – entirely inconspicuously and even in bright sunshine – so that they can keep their pistols ready to hand in their coat pockets. As this procedure is becoming more and more precarious, together with the works committee and the staff committee, the management decides to transfer wages directly to employees' bank accounts from now on. But this is not as simple as it seems and is not met with enthusiasm in all quarters, because it is clear that not every employee has been entirely honest with his dear wife about the amount of wages previously received in cash...

Parties The BAUMANN company has always celebrated its important occasions in style. In those days the general meeting of the health insurance fund always takes place at Carnival time, in the "Stars" in Eschenbach. The evening meal is then served in all

the restaurants of the village. And of course all eyes are closed if the entire population eagerly joins in the drinking. They can also help themselves to small bottles of schnapps. On one occasion one of the partygoers, who was no longer totally sober, wanted to show the management that he could do a handstand. Schnapps bottles tumbled one by one out of all of his pockets ...

Bööggli One popular custom is the visit of the female costumed "Bööggli" in the ballroom. It is said that on more than one occasion a man has smooched with his own wife on his knee without noticing. It is rumoured that there has often been trouble at home afterwards. And one of the reprimanded husbands later grumbled in a resigned manner, "What a fool! I should have recognised that backside (though he used a more popular slang term for the part of the body in question). A rather older chap was once really enjoying having a cute Bööggli on his knee. Everyone but him had noticed that it was in fact a male Bööggli.

Grounds for resignation A young tradesman has handed in his resignation. He comes to the management to say goodbye. He explains that he actually likes working at BAUMANN and that he is only leaving the company because he wants to spread his wings for a little. When asked where he is going he answers, "To Weidmann's in Rapperswil".

Another employee once handed in his notice giving the reason that he was going to a company that paid wages twice a month – he was on a monthly salary at BAUMANN ...

NEW QUALITY STANDARDS

In 1987 BAUMANN + CIE AG is the first Swiss spring manufacturer to be awarded the quality certificate of the Swiss Consortium for Quality Assurance Certificate (SQS) in compliance with Swiss standard SN 029 100, level A, which is later transformed into European standard ISO 9000.

The works site in Ermenswil is given street names and the individual buildings are numbered. The management no longer have their offices in the "White House" but at Oberstrasse number 10.

In 1988, in the context of project "EDP 90", the first IBM AS/400 system is put into operation, and the extremely successful ring department is expanded by means of an extension to the workshop.

All the top management receives training in management questions and for the quality processes, in courses lasting several days.

GOODBYE TO THE COMPANY HEALTH INSURANCE FUND

There are, however, also some incisive innovations in the welfare sector. The "BAUMANN Health Insurance fund", independently managed for 70 years, is merged with "Krankenkasse Helvetia" and taken over by it. This step becomes necessary because the number of subscribers is no longer large enough. This represents the end of a tradition which has made its mark on company life for many decades, not least because of many legendary General Meetings.

NEW PRODUCTION AREAS

In April 1989 the BAUMANN Group strengthens its important position in the English market quite decisively. With the takeover of the extremely well-known English company William Finucane, Springs & Pressings Ltd., a large and entirely new customer base is added. This

crucially consolidates the position of BAUMANN in the EC region and also solves some awkward currency problems.

At the parent company in Rütli and at the plant in Liechtenstein there is a major modernisation move in the design departments with the introduction of CAD. The ground is also broken for the new plant in the USA, which moves into a new building in 1990 and can as a result greatly expand its own production. The production of wheel trim rings is started, among other things, thus marking the start of a very successful phase for this factory. They also move into a new building in Liechtenstein.

THE YEARS OF THE RECESSION

At the start of the nineties, black clouds appear on the economic horizon in Europe. A deep recession also leaves its mark on BAUMANN, leading to job cuts at the parent company in Switzerland in 1993. Thanks to a good information policy and the close involvement of the employees, the authorities and the employer's and union representatives, this painful crisis is successfully overcome. The tasks faced in the subsequent years are approached with a correspondingly high level of optimism. The motto is "Achieving better quality along with lower costs and producing as close as possible to the customer with a global sales organisation." And it is successful.

PRODUCTS FOR WINTER SPORTS

In this period there are also sports stars from the field of snowboarding frequently passing through BAUMANN's apprenticeship department. Ernst Egli, a sports equipment dealer from Rütli, has developed and patented a system for tensioning snowboards. BAUMANN builds this system, which is subsequently developed into the "STM", a binding plate for carving skis.

NEW PRODUCTION PLANTS

In 1994 the BAUMANN Group expands into Spain. Spain has become an important region for the manufacturers of plastic wheel trims. And entirely in line with the company motto of developing and producing "in close proximity to the major customers", BAUMANN MUELLES S.A., Legutiano, is created. Following a brief construction period, production starts on 2 May 1995. Which means that BAUMANN now produces attachment rings for wheel trims in large quantities in Switzerland, England, Spain and the USA.

But BAUMANN also expands into France in 1994. The purchase of the well established RENAD spring factory in Cranves-Sales, near to Annemasse, not far from the Swiss border, opens up new sales opportunities for the BAUMANN Group, including in the electronics industry.

In these years BAUMANN SPRINGS Ltd is presented with many quality awards from well-known customers. In 1997 the 111th birthday of the company is celebrated with an open day and the organisation of the Group gets a new structure, which still applies today.

EXPANSION IN MANUFACTURING SYSTEMS ENGINEERING

In 1997 the BAUMANN Group acquires another subsidiary, BAMATEC AG. The reason for forming this new company is the business failure of Schenker Maschinen AG. The BAUMANN Group owns 130 "Schenker machines" at this time and, as the Schenker company has no viable future, BAUMANN SPRINGS Ltd buys the assets from the Schenker bankruptcy and combines them with its own existing machine-building department to create BAMATEC AG. This combination delivers some key advantages for the BAUMANN Group. Specialists with know-how from spring fabrication now collaborate with



- 1— Factory building on the Lattenbach, with mail trolley
- 2— The company site, nestling in the Lattenbach valley
- 3— Tool and equipment making (around 1980)
- 4— Tool design

experts to build special machines for the construction of spring machines, which give the BAUMANN Group some major advantages in the market.

In 1998 the "MOVEX" EDP project is implemented. Thanks to "MOVEX" all the BAUMANN plants worldwide are globally networked to this day. But there are some major and complex problems to overcome before things run smoothly.

On 12 April 2000 production starts at BAUMANN China in Shanghai. This move to China is also taken in order to ensure production near to existing major customers which have set up in this region.

At this time BAUMANN Rütli is working to meet all the requirements for fulfilling the environmental management system according to ISO 14001, because the environment is also a major topic at company headquarters.

In 2001 the US market is significantly expanded with the establishment of BAUMANN SPRINGS TEXAS, Dallas. The objective is to exploit new sales opportunities in the USA.

With the erection of new building 46 in 2002, construction activity comes to a stop for the time being on the Ermenswil site. There is however still plenty of land in reserve to continue expanding the com-



The machinery in 2008

pany in future if need be. Considering the emerging economic problems, the management decides to postpone the interior work until better times. This proves to have been a correct move.

A FRESH NEW LOOK

In 2003 the parent company subjects the buildings in Ermenswil to a new overall layout, which has been elaborately worked out in advance.

BAMATEC AG organises an in-house exhibition, which is met with great interest by the customers.

2006 is another year of new beginnings. In Karvina the ground is broken for the new production plant in the Czech Republic in the presence of many local notables, and in Mexico, in the city of León in Guanajuato State, the building work for the new plant of BAUMANN Springs León is advancing rapidly. Once again it is market considerations and customer requirements that have persuaded BAUMANN to expand the Group into these countries.

In the same year the parent company takes its leave of the ring department. The high cost levels in Switzerland and the ever more significant transport costs compel the company to relocate ring production from Switzerland to Spain. 350 million rings had been produced at company HQ since 1986.

In 2007 the company's know-how in the area of wave springs is expanded in collaboration with the Technical University in Rapperswil. Complex calculations using the finite element method lead to some interesting findings. The whole BAUMANN Group is modernised with some substantial investments. The Group is on a high in terms of results.

2008 becomes a year of restructuring measures. In the USA, production is shifted from North Carolina to Texas and Mexico. And in England the unsatisfactory trends in a shrinking domestic market lead to the

closure of the plant. The main products of this company are relocated to Spain, the Czech Republic and Switzerland. Both of these actions are associated with major expense and are radical.

CRISIS YEARS AND TRANSITION PHASE

In the late autumn of 2008 there are dark clouds on the economic horizon. They also influence the BAUMANN Group to a degree not previously experienced. Above all the crisis in the car industry leads to an employment situation in 2009 which cannot be overcome with short-time working alone, and which unfortunately makes job cuts at the parent company unavoidable. It is all the more gratifying that the results for 2010 are already very positive again. The "new generation" with Thomas H. Rüegg at the helm has made a large contribution to bringing about the rapid turnaround. And it has accumulated valuable experience and coped impressively well in a difficult period.

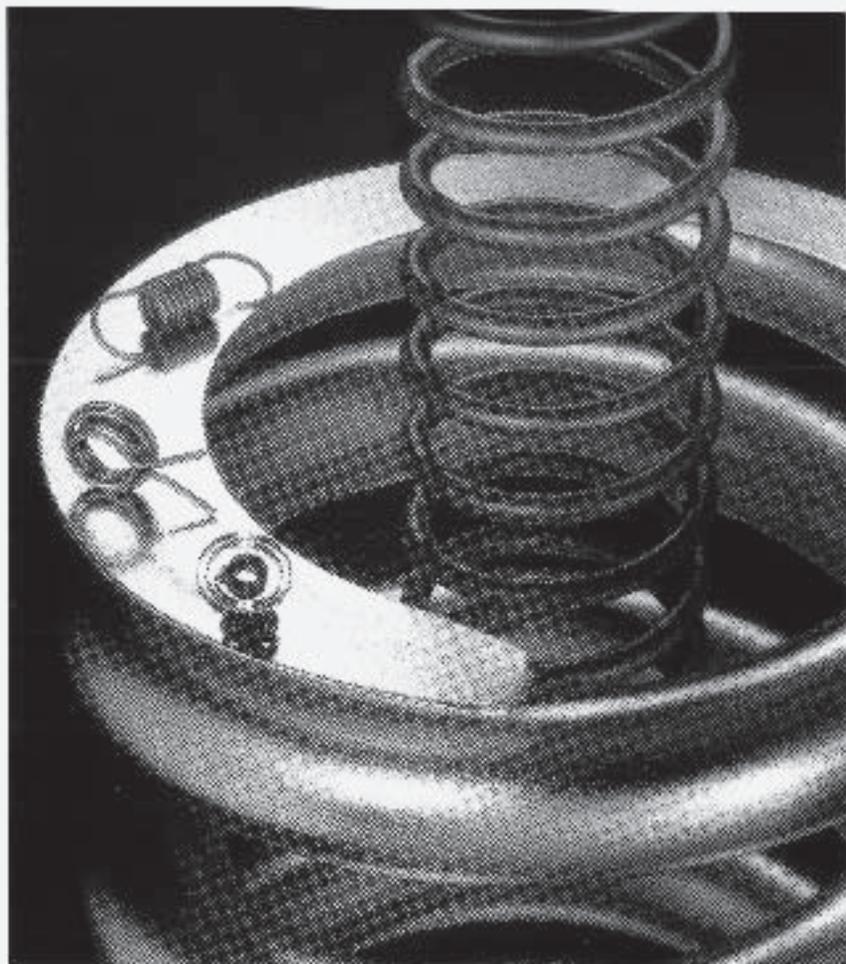
THE DIGITAL AGE

During this period we see extremely rapid development from the electric typewriter with a golf ball or daisy wheel, through the first electronic typewriters with a display, to the laptop of the current day. The illuminated message board that lights up in various buildings and offices whenever there is a phone call for someone, has to give way to the "pager", which is carried on the person. And both are soon replaced by wireless mobile phones.

The fax machine has largely seen its day and has been replaced by e-mail on the Internet.

It is also possible to hold telephone conferences via the Internet. And with a mobile phone people can get in touch with each other wherever they are.

**Weltweit
federführend.....**



**...in Technologie, Qualität
und Partnerschaft.....**

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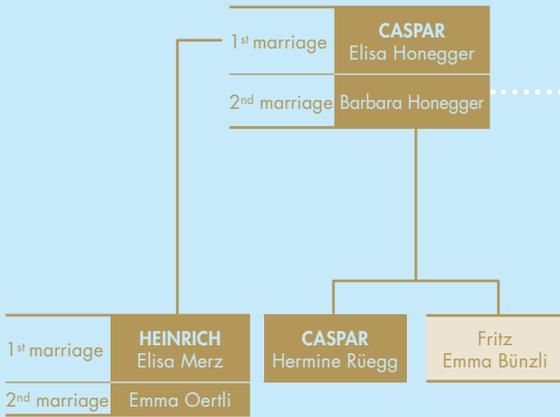
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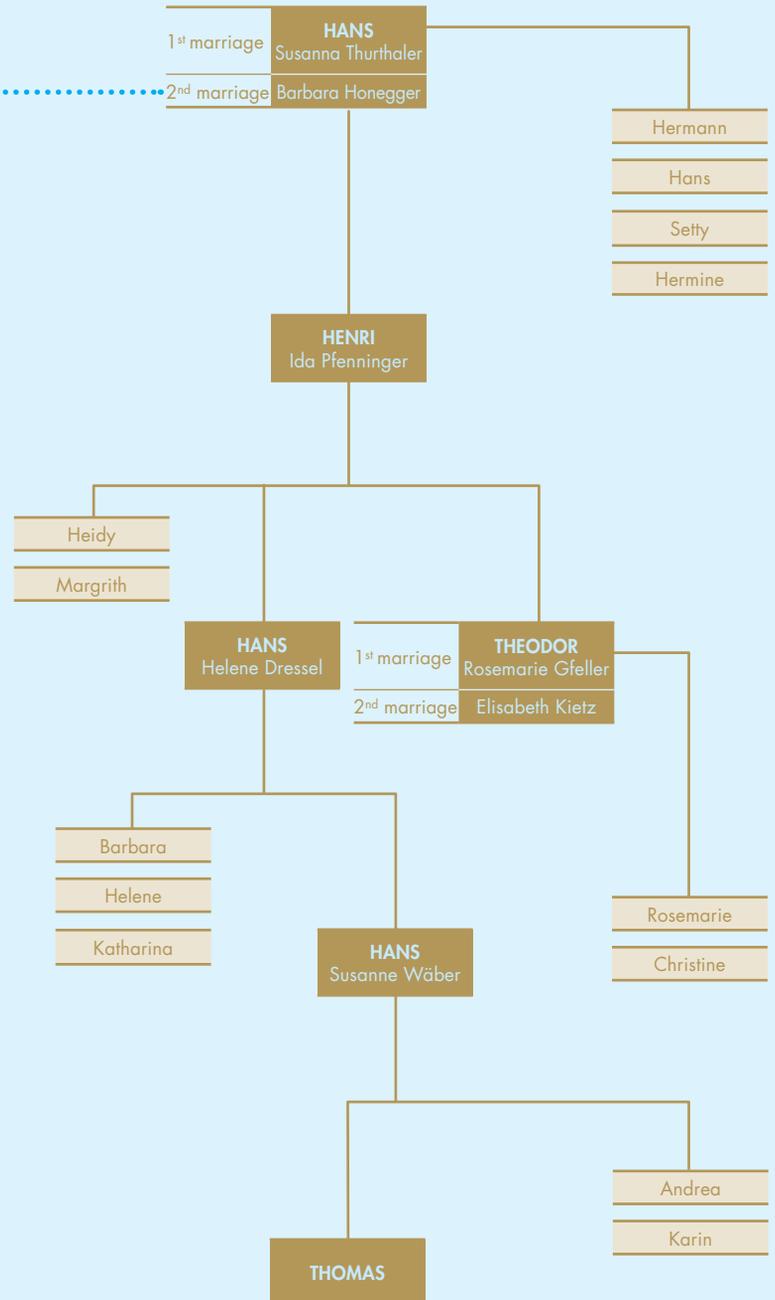


THE FOUNDING FAMILIES

BAUMANN



RÜEGG



THE RATHER DIFFERENT CHANGE OF GENERATIONS

It wasn't exactly planned that way, but the economic crisis accelerated the historically traditional procedure in the BAUMANN family business, i.e. the change of generations. The handover of executive responsibility to the fifth generation and the retirement of Hans R. Rüeegg were actually scheduled for November 2011. But with its ability to deal with the crisis year of 2009 and with the success of the BAUMANN Group in that year, the new management crew impressively demonstrated its potential. The energy and resolve of the "new generation" impressed Hans R. Rüeegg so much that he came to the conclusion that it was the right time to hand over responsibility to Thomas H. Rüeegg. And as a result the management changed hands as of 1 December 2010.

Even though such generation changes are expected in a family business they are by no means a matter of course, as is repeatedly shown by many failed succession arrangements in long-established companies. Precisely for that reason this generation change has become what the "youngsters" of the fifth generation now describe in 2011 as a major challenge and an "exciting process".



Father and son, or the head of the fourth generation and his successor: Hans R. Rüeegg and Thomas H. Rüeegg (left).

TEAM MANAGEMENT HAS A LONG TRADITION. HOW RUEDI ZIEGLER CAME TO BAUMANN AND A FRIENDSHIP AROSE THAT WENT FAR BEYOND

Until the end of 2008 there was a management team at the head of BAUMANN, which worked together in a similar way to Thomas H. Rüegg and Hansjürg Hartmann today: Hans R. Rüegg und Ruedi Ziegler. All the same, this collaboration was not originally planned that way – it emerged by chance.

How Ruedi Ziegler came to BAUMANN in the first place is a story in itself. In 1971 Dipl.-Ing. Hans Rüegg – the father of Hans R. Rüegg – was elected to the National Assembly. Along with the various political offices that took up a lot of his time, he was involved in several important governing bodies and employers' organisations. In brief, he was a very busy entrepreneur. So it was not surprising that he asked Dr. Kurt Hess, at that time the boss of Rieter AG in Winterthur, whether there might be a young business graduate in the large Rieter Group who could become his assistant.

There was one. So Ruedi Ziegler, who had taken his first job at Rieter after finishing his degree at the University of Zurich, was invited "purely by chance" to supper with Hans Rüegg, without any knowledge of the real reason. They found each other very likeable, they got into conversation and consequently quickly reached agreement about a change of job from Rieter to BAUMANN. Ruedi Ziegler, who had been in line for a top management job at Rieter, had only one more major worry: "How do I tell Dr. Hess and my bosses at Rieter?" Nervously and with a slightly bad conscience, Ruedi Ziegler finally handed in his notice – only to find out later that everyone had long since been informed by the boss in person and behind his back about his move to BAUMANN.

And so it came about that in 1971 the families of Hans R. Rüegg and Ruedi Ziegler moved into their flats in the BAUMANN

block at Bergacherstrasse 20a in Rüti at the same time. From being neighbours in a block of flats, a unique business and private relationship has emerged which endures to this day.

In his 37 years at BAUMANN, Ziegler carried out a wide variety of management functions and headed the Finance and Administration Department within the Board of Management. When the company was reorganised in 1994, Hans R. Rüegg took over as CEO of the whole Group and Ruedi Ziegler headed the parent company in Rüti as COO from then on. The engineer and the business economist complement one another perfectly and they get along extremely well without any long meetings.

The two families have been close neighbours again since 1979, with adjoining gardens in the Berghof in Rüti. They have spent and still spend many hours of their spare time together. Even Hans R. Rüegg's hobby of restoring and driving old post vans and lorries is shared by Ruedi Ziegler. After working in the office all day, they are both perfectly happy to get into their overalls and get their hands dirty messing about with vintage vehicles.

And the fact that friendships also work when roles are reversed was demonstrated when First Lieutenant Rüegg was by chance assigned to the staff of Major Ziegler, and the "superior/subordinate relationship" between the two friends was reversed for the duration of several military training courses.

The Rüeggs and the Zieglers have walked the dogs together in the evening for many years, and also go walking in the mountains. This has occasionally given the



Hans R. Rüegg (left) and Ruedi Ziegler headed the BAUMANN company in its 4th generation as friends, and still share a passion for old post vans.



Ruedi Ziegler (right) wishes his successor Hansjürg Hartmann all the best for the next 125 years.

husbands walking ahead the welcome opportunity to discuss questions in the fresh air and at length, which they hardly found time for in the everyday life of the business.

In neighbouring offices at work and with adjoining gardens at home. And for almost forty years – a friendship that is as formative as it is unique. Not just for the two husbands but equally for the wives and children of the two families.

COMING TO TERMS WITH ONESELF

Thomas H. Rüeegg, the son of Hans R. Rüeegg, was employed by the company in January 2004. In the subsequent years he performed more and more management roles. For example, during his two-year stay at BAUMANN Italy he was essentially responsible for its reorganisation. Then he realigned the two businesses in North America and stamped his mark on them.

When Thomas H. Rüeegg was confronted by his father with the question of succession at the end of 2007, this was not the logical consequence of a succession arrangement that had been systematically planned and pursued over the years, with a clear outcome. No, it was much more of an individual process. An intensive examination of his personal aims in life, of his ideals, of managing a company, and the question of whether and to what extent he can identify with the values of the company.

After all, Thomas H. Rüeegg had established two well-respected restaurant businesses away from the world of BAUMANN, and he was also interested in a lot of other ideas. So the decision to commit himself to BAUMANN was equally carefully and closely considered, in full awareness of the consequences. And from then on he was the one who formulated the personnel decisions at management level.

At his explicit request and with a view to the future, Hansjürg Hartmann was appointed as his partner with immediate effect. With great commitment, a wealth of ideas and a high level of motivation the two put their minds to the transition process, which both subsequently describe as not always entirely easy but extremely in-

teresting, instructional and always constructive: doing one thing without neglecting the other, i.e. maintaining the traditional strengths such as social engagement, continuity and responsibility, without neglecting the development of the company and of its employees. Or facing up to the changing times and with dynamic cooperation, exploiting all new methods of collaboration.

WHEN TWO GENERATIONS WANT THE SAME THING IN DIFFERENT WAYS

And so what had to happen, happened: the clash of two generations, two management styles. Or to put it in another way, instead of being led by an engineer the company is now led by economists, who, as they say themselves, compensate for their lack of specialist technical expertise by engaging the right people for the right developments.

“The focus is on the individual,” says Thomas H. Rüeegg, stating that they maintain and cultivate a different management style because they delegate technical authority and try to employ each individual where he or she can best develop his or her potential for the company. “This transformation is achievable,” says Hansjürg Hartmann, “because the company has a technical basis which is at an extraordinarily high level.” Now the task is to make the right changes with regard to increased flexibility and productivity in order to stay one step ahead of the competition at all times in a challenging market environment. “Optimising what already exists” is his current motto, i.e. reinforcing social competence, generally delegating more responsibility and having the courage to make decisions.



BAUMANN – always a hot topic for the “Zürcher Oberländer” newspaper. Especially when its management changes. A first interview with Thomas H. Rüeegg, taking over the management of the family company in its fifth generation.

None of that would work without intensively examining the management staff, the management structures and the management processes. In the view of senior boss Hans R. Rüeegg, who has now walked through the factory almost every day for the best part of 33 years, “a process that is in some respects long and not always efficient, but which with regard to the future world of work is entirely appropriate.”

THE PERSON WHO LEADS BAUMANN IS AN ENTREPRENEUR AND NOT A MANAGER.

Despite that Hans R. Rüeegg admits: “Handing over does not come easily. Letting go of what you have led with so much commitment through good times and bad times is more difficult than you think.” And he stresses that with all the optimisations and adaptations to the hectic changes in the world of work, the new management must always remain aware that it has after all social responsibility for almost 1,300 employees and a large part of the community of Eschenbach. “The person who leads BAUMANN is not a manager but an entrepreneur.” Hans R. Rüeegg places great emphasis on that. He will tolerate no contradiction, because he has no time at all for “economically short-sighted thinking and a lack of social responsibility.”

The fifth generation can commit itself fully to these values. After all, it knew precisely what it was letting itself in for. So it has taken on this great task fully aware of its significance. No ifs and buts. And yet with its very own ideas.

The massive experience and tremendous knowledge of Hans R. Rüeegg across almost all the processes in the BAUMANN

family company represent a major difference between him and the next generation. “Knowledge is power, but also implies great responsibility,” says the new management, and for that reason it also holds risks, especially in a structure in which the lion’s share of responsibility rests solely on one individual. “We will never have the comprehensive technical knowledge of Hans R. Rüeegg, but we believe in working in a team that combines various strengths and employs constructive criticism to find the best possible solutions for the problems at hand.”

TOMORROW BEGINS TODAY.

The fact is that Thomas H. Rüeegg and Hansjürg Hartmann are now taking over the management of BAUMANN in its fifth generation and that Hans R. Rüeegg is pushing, supporting and sharing responsibility for this changeover, because “the good decisions have to be taken now so that tomorrow we can actively and positively carve out our future.” He knows from his own experience that nothing will turn out quite as planned. “But,” he says unequivocally, “it is more important to strengthen all our skills and energy now, as well as our willingness to change, than to wait for an unclear and undecided future, because tomorrow is already beginning today.”

To sum up, when two generations approach and deal with one another in such an open fashion, and put their skills and convictions so unreservedly at the service of the company, there is no real need to fear for its future.

BAUMANN TODAY – TRADITIONAL VALUES AND THE CONTINUOUS PURSUIT OF THE FUTURE AS A MATTER OF PRINCIPLE

The history of BAUMANN starts in 1886. Since then BAUMANN has been repeatedly starting afresh for 125 years. On principle. And in full awareness that that is the only way to set out continuously and to collaborate in the future of customers in an appropriately credible manner.

Traditional values and an indispensable willingness to change are also the strengths of the family company, which has traditionally relied on long-term partnerships, because only continuity guarantees sustainable added value for the customer.

Sustainability, reliability and fairness have always been among the strictly pursued principles of the company. Otherwise BAUMANN would probably not have reached the age of 125 or survived every economic storm undamaged. Other factors included the independence of an owner-operated enterprise, which guaranteed stability at all times, however troubled, and maintained profitability.

Quick decision-making processes, globally acknowledged and state-of-the-art technical know-how as well as the continuous entrepreneurial urge to improve were crucial to fact that the ability to innovate never flagged. Goal-directed management has inspired the employees even in hard times, and continuously remotivated them.

OBJECTIVES THAT (STILL) APPLY

BAUMANN is one of the world's leading manufacturers of springs and stampings. The family company with its roots in the Zurich Oberland region is justifiably proud of that. It is after all the entirely immodest and ambitious aim of BAUMANN to achieve nothing other than leadership in selected global markets.

This aim is being sought with locations on three continents, enabling fully integrated action. Customers benefit as a result from coordinated support, comprehensive knowledge of the international markets, from an intensive transfer of knowledge between the various locations, reliable technical support and optimum communications, entirely according to their specific needs, thanks to the standardised IT platform.

BAUMANN provides solutions that entirely meet the client's specific requirements. A tailor-made process for the joint discovery of technical solutions, for the development of products, for the establishment of efficient production processes, for optimum packaging and transport logistics. BAUMANN is the partner to call, irrespective of whether support for one or more locations is required.

Customers can be supplied in virtually every country in the world, and it is also possible to have a presence and to gain a foothold in the new markets. BAUMANN intends to become even better in its existing markets and better known in the new ones, thanks to unequalled quality, unbeatable technology and outstanding partnership.

And because standing still means falling behind, BAUMANN is currently working hard on the future. With Group-wide training programmes, with equally rigorous and continuous employee training and further education by means of internal and external training courses, as well as with the active encouragement of in-house training workshops.

A VISION THAT LIVES, AND THREE FACTORS FOR SUCCESS AND SUSTAINABLE SOLUTIONS

BAUMANN is a world leader in terms of quality, technology and partnerships in selected market segments.

Quality: Reliable people and reliable processes guarantee optimum quality. The will to achieve continuous improvement is the motivation to work continuously and consistently on operational excellence. Well qualified personnel, reliable processes and automated 100% testing procedures are the key to achieving zero-fault production. The certification of all BAUMANN plants according to ISO 9001, ISO TS 16949 and ISO 14001 is the declared aim and it has already been largely achieved.

The visions include further industrial standards with regard to safety, quality and efficiency in the areas of automotive, electronic and mechanical engineering, such as for example the demand for a zero-fault guarantee even for high-volume production runs. But also for the use of specific cleaning systems and processes, and precision engineering down to working with hundredths of a millimetre.

BAUMANN intends to achieve the greatest possible customer acceptance by establishing customer-specific quality processes, by employing automated 100% checking processes directly on the machine, monitored and approved by the customers.

Technology: BAUMANN supplies the best technology, even for the most unusual customer requirements. The company develops and guarantees optimised production processes for even the most outlandish

requests. Always on the basis of detailed knowledge acquired over the decades, throughout the entire value-added chain from product development and prototyping to automated series production, with integrated packaging solutions. Thanks to the company's own commitment to the continuous investment of a large part of the profits in the latest machinery and special equipment – much of which is developed and built by the company's own mechanical engineers at BAMATEC AG – BAUMANN keeps its machinery up to a globally leading standard.

Partnership: Partnerships should be oriented on the long term and optimised in the short term. The basis for long-term de-

velopment strategies with customers includes the greatest possible flexibility, speed and efficiency, always with the aim of being among the most important and preferred partners in each case.

BAUMANN is oriented towards companies which are seeking cooperation with a strong partner. And that means on businesses that need support with regard to co-engineering during development, in the rapid evaluation of prototypes in the pilot series phase and in customer service, provided by experienced, competent employees.



The BAUMANN site in Ermenswil, photographed from the air.

THE MANAGEMENT TEAM
OF THE BAUMANN GROUP



CEO
Thomas H. Rüegg



SWITZERLAND
Hansjürg Hartmann



GERMANY
Michael Fahrenbach



BAMATEC AG
Marco Samá



HEAD OF BUSINESS DEVELOPMENT
Olivier Gemoets



INT. EUROPE / ASIA
Oliver Schmid



ASIA
Lilian Cheong



CHINA
Rick Tan



ITALY
Paolo Tanfoglio



FRANCE
Stéphane Lomartire



SPAIN
Ricardo Omaechevarria



CZECH REPUBLIC
Michael Vrla



NORTH AMERICA
Pedro Sainz



USA
Chris Skinner



MEXICO
Antonio Reus

THE MANAGEMENT TEAM
OF BAUMANN SWITZERLAND



COO
Hansjürg Hartmann



Technology
Andreas Hohl



Purchasing and Logistics
Hans-Peter Keller



Sales
Daniel Kluser



Accounting and Controlling
Hugo Hinder

THE LOCATIONS

GROUP SYNERGIES

Technology transfer
Supply chain
Process know-how

● USA
● Mexico

● Germany ● Czech Republic
● France ● Switzerland
● Spain ● Italy

● China
● Singapore

SWITZERLAND



SPAIN



SINGAPORE



ITALY



CZECH REPUBLIC



CHINA



GERMANY



USA



FRANCE



MEXICO



MARKETS AND APPLICATIONS



AUTOMOTIVE

- Safety components
- Car electronics
- Door and roof closing / locking systems
- Wheel trims
- Glow plugs
- Drive systems
- Injection systems
- Valve systems
- Braking systems



MEDIUM / HIGH VOLTAGE

- Safety cut-out switches
- Drives
- Cable connectors
- Electrical spiral contacts up to 8000 amps



LOW VOLTAGE / ELECTRONICS

- Power and light switches
- Short-circuit protection
- Electrical connectors
- Lamp holders
- Components for electrical household appliances
- CD and DVD electronics
- PC components and cooling devices



MEDICAL TECHNOLOGY

- Hearing aids
- Diagnostics devices
- Pacemakers
- Blood analysis
- Injection systems
- Urology
- Guide wires



INDUSTRY / PLANT CONSTRUCTION

- Oil and gas transportation
- Printing presses
- Lorries and special-purpose vehicles
- Mining
- Motorcycles
- Agricultural vehicles
- Special mechanical engineering
- Aircraft industry



MARITIME TECHNOLOGY

- Injection systems
- Valves for large diesel engines
- Damping assemblies for turbochargers
- Anchor systems
- Vibration dampers



RAILWAY TECHNOLOGY

- Diesel engines
- Braking systems
- Bogies
- Suspension mountings
- Rail fastening systems
- Electromechanical equipment
- Door systems

INDUSTRY DISTRIBUTION BAUMANN SWITZERLAND, 2010



- Every car produced in Europe contains at least one BAUMANN spring component.
- Large diesel engines around the world use BAUMANN valve springs.
- High-voltage systems worldwide are equipped with BAUMANN components.

THE PRODUCTS

COMPRESSION SPRINGS

The heaviest spring weights 145 kg and has a wire diameter of 60 mm.



TENSION AND TORSION SPRINGS

Among other things, BAUMANN produces springs for 30 million kitchen drawers every year.



STAMPINGS AND PRESS-FORMED PARTS

In order to produce the stampings, BAUMANN has a hydraulic press with a pressing force of 100 tonnes.



SUBASSEMBLIES

Over 40 million overload couplings are produced every year as a sub-assembly for the adjustment of side mirrors.



TORSION BARS

The maximum test load for torsion bars is 2000 Nm.



MICRO-SPRINGS

The smallest spring is wound from a 0.05 mm wire. That's thinner than a human hair.



WIRE FORMS

Made of round or profiled wire, with a wide variety of forms for a broad range of applications.



COPPER COILS

The copper coils are used, for example, for electro-hydraulic power steering systems.



SPIRAL SPRINGS

BAUMANN produces 25 million parts which are needed for car seat adjustment every year.



WRAP SPRINGS

Wrap springs are used in all sorts of different areas, such as for car window mechanisms, switchable clutches for roller blinds and hospital beds, to name but a few.



WAVE SPRINGS

Over 7.5 million wave springs were produced for a trainer manufacturer.



CONTACT ELEMENTS

Silver to the value of CHF 1.8 million is used for the coating of contact elements



- In 2010 the entire BAUMANN Group produced 3,374,248,440 springs and stampings, of which 902,678,389 came from the production facilities of BAUMANN Switzerland.
- 386,138 km of round and flat wire were processed at BAUMANN Switzerland in 2010. That corresponds to 9.65 times around the world.

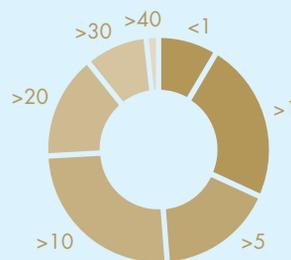
INFORMATION ABOUT THE 446 EMPLOYEES AT BAUMANN SWITZERLAND

PLACE OF RESIDENCE

72	Eschenbach	2	Walde
58	Rüti	1	Oberarth
51	Jona	1	Bäretswil
35	Ermenswil	1	Bassersdorf
20	Rapperswil	1	Bauma
19	Schmerikon	1	Buttikon
19	Wald	1	Dübendorf
11	Tann	1	Effretikon
11	Laupen	1	Fällanden
10	Neuhaus	1	Feldbach
9	Uznach	1	Golgenen
8	Kaltbrunn	1	Horgen
7	Wagen	1	Lachen
6	Wetzikon	1	Mollis
5	Bubikon	1	Mönchaltorf
5	Hombrechtikon	1	Netstal
5	St. Gallenkappel	1	Hinwil-Hadlikon
4	Wolfhausen	1	Ottikon
4	Fischenthal	1	Ricken
4	Goldingen	1	Rothenthurm
3	Oetwil am See	1	Rüeterswil
3	Wädenswil	1	Sargans
3	Pfäffikon	1	Schönenberg
3	Schänis	1	Tuggen
3	Gossau	1	Uster
3	Rieden	1	Walenstadt
3	Hinwil	1	Wangen
2	Reichenburg	1	Binz
2	Gibswil	1	Niederweningen
2	Volketswil	1	Altendorf
2	Dürnten	1	Bilten
2	Wattwil	1	Grüningen
2	Einsiedeln	1	Schaffhausen
2	Schübelbach	1	Gommiswald
2	Siebnen	1	Au
2	Stäfa	1	Emmenbrücke
2	Uetliburg		

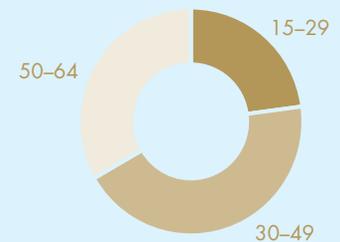
PERIOD OF SERVICE

9%	less than a year
23%	more than a year
17%	more than 5 years
25%	more than 10 years
15%	more than 20 years
9%	more than 30 years
2%	more than 40 years



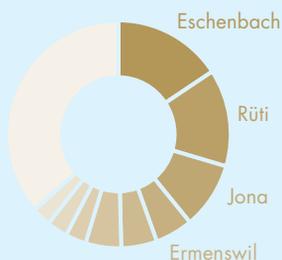
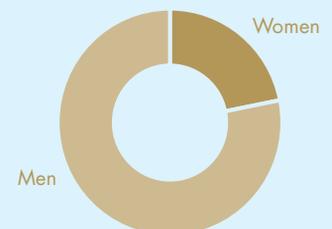
AGE

23%	between 15 and 29
44%	between 30 and 49
33%	between 50 and 64



GENDER

22%	women
78%	men



“EVERY SINGLE EMPLOYEE IS IMPORTANT”

THE FIFTH GENERATION – A CONVERSATION WITH THOMAS RÜEGG AND HANSJÜRIG HARTMANN.



Thomas Rüegg

Thomas Rüegg took over as CEO of the BAUMANN Group in the jubilee year. Hansjürg Hartmann, his brother-in-law and friend of many years from their schooldays, joined the company in the autumn of 2008, let it be noted at the explicit request of Thomas. Hansjürg heads the parent company in Switzerland. The fact that in fast-moving times like ours a company is still managed by and in the family for the fifth generation in a row, 125 years after it was founded, is extraordinary in itself. The story of the two of them and of their career as they rise to the top of the family company is even more astonishing. After all, they both went their own way and each experienced professional success away from Ermenswil.

Thomas Rüegg demonstrates entrepreneurial flair even as a junior and during his time at university. He finances his business management studies by organising student events in the nightlife of Zurich. Later he opens two successful restaurant businesses together with three partners. The “Amber” and the “Jade” rapidly become successfully established and are among the most popular eating places in Zurich, now employing the best part of 230 people in 30 full and 200 part-time posts. For Thomas it is very important that the two bar/ restaurants have been financed by means of the investment of previous profits. He has long since handed over operational management but he still sits on the Board of both companies.

Thomas starts at BAUMANN in January 2004. After a few months in Group Controlling and some intensive familiarisation with the Group’s most important business areas, he joins the Italian subsidiary in Brescia. The company had to be restructured and the task was to establish a sustainable structure. With the appointment of Paolo Tanfoglio, Thomas finds the ideal addition to the existing team. He subsequently commissions him to head the Italian subsidiary Prodotti BAUMANN. Thomas always gives top priority to having the optimum team squad and to de-

playing staff according to the greatest strengths. For that reason he also repeatedly emphasises that it is one of his most important tasks to think about the people in his team and to spend as much time as possible with them.

After two years in Italy, Thomas returns to Switzerland and takes on responsibility for BAUMANN North America. The seriously stricken American car industry presents the subsidiaries in Texas and Mexico with some major challenges. But the BAUMANN Group demonstrates solidarity. Together with specialists from the USA and Europe, working as a team they manage to get the two businesses back on course. In 2010 Thomas hands over the management in North America to Pedro Sainz, the previous head of BAUMANN Spain. Thomas – already responsible for a large proportion of the operational matters within the Group – assembles a team at this time, which jointly discusses and gives its blessing to decisions at Group level. This team includes Hansjürg Hartmann (COO of BAUMANN Switzerland), Marco Samá (COO of BAMATEC AG), Olivier Gemoets (Head of Market & Business Development), Oliver Schmid (COO of BAUMANN International Europe) and Michael Fahrenbach (COO of BAUMANN Germany). As of financial



Hansjürg Hartmann

year 2011, Thomas Rüegg officially takes over the post of CEO of the BAUMANN Group from Hans Rüegg

Hansjürg Hartmann, a school friend of Thomas Rüegg for many years and partner to his sister Karin, also studies Economics, and after completing his degree at the University of St. Gallen he starts his professional career as a sales specialist with ZURICH (Insurance). Hansjürg also acquires some useful experience of leadership on the football field. Following appearances for the national under-20 team he is for many years the captain of a team in the top Swiss amateur league, i.e. on the verge of semi-professional football. He has always been particularly fascinated in getting the best out of a team of players from very different backgrounds and with very different characters. "A successful team is made up of strong individualists who cooperate critically but constructively and with an open mind," he says. He very quickly grasped that the best players are far from also being the best team, and do not guarantee success.

At ZURICH Hansjürg successively develops various sales management systems. As strategic assistant to the CFO of ZURICH Switzerland, he is involved in numerous national and international projects and does a lot of work on the optimisation of the Finance Department. Finally he heads a team that is responsible for the strategic sales projects and the sales management of ZURICH Switzerland. In the end he is nominated for the "Global High Potential Talent Pool", which opens up some extremely interesting prospects for him. But then everything changes: In January 2008 Hansjürg is asked if he might like to join the management squad of the BAUMANN Group.

And that's how it comes about that in the jubilee year of this long-established company, two men who have been friends since their youth take over the management of the firm in its fifth generation.

So why did two young economists, both extremely successful away from the business in Ermenswil, decide in the end to pick BAUMANN, a company that has in the past been managed almost exclusively by technicians and engineers?

Thomas Rüegg: As the saying goes, "The apple doesn't fall far from the tree." In the case and my father and me that's partially true at least. Unfortunately I was not born with the engineering gene, and yet we have a lot in common. We both have a distinctly entrepreneurial mindset. And in the end that's what tipped the scales for me when I decided to take on this challenge.

Hansjürg Hartmann: When Thomas asked me in 2008 whether I might be interested in joining his management team at the BAUMANN Group, I first had to give that a lot of thought, even though I was of course delighted that Thomas had so much confidence in me. After careful consideration and many conversations with those close to me I finally came to the conclusion that the two of us, who complement one another very well in personal terms and with regard to our abilities, can make a big difference and be very effective at BAUMANN.

THE APPLE DOESN'T FALL FAR FROM THE TREE

Hansjürg, a career in an international insurance group or entrepreneur at BAUMANN – not a simple decision, and above all two very different worlds?

Hansjürg: The crucial factor for me was in the end the variety of the task and the possibility of being able to have a direct influence on what goes on in the company, together with the management team. In a

large group it is usual for the various divisions to work separately and consequently it is almost impossible to influence them all at once. In my role at BAUMANN, on the other hand, I have a direct interface to all the important parts of the enterprise, and together with the divisional managers I can make a big difference. In addition to which I am directly involved in many projects of great importance to the Group, so I can have a direct influence.

Thomas, did you feel any family pressure to head the company, and if so how did you deal with it?

Thomas: I was probably always aware that at some time I would have to answer the question whether I want to head the company. But it is important for me to stress that I never felt under any pressure in that respect, and that in the end my decision grew slowly and steadily. I'm sure that everyone can understand that it is probably every father's wish to pass on his life's work to one of his sons or daughters at some time.

Does that mean that you handled the situation entirely as a matter of course?

Thomas: My sisters and I have always enjoyed a great deal of freedom and we have been able to develop as individuals. We have always had enough room to breathe. My parents never organised any events for students, nor did they have any ambitions of a career as a professional footballer. Despite that they always supported me with my plans and projects in that regard when I was younger.

Perhaps not entirely selflessly in the latter respect, because BAUMANN 2008 did take the Swiss company football championship in 2008. But all jokes aside, my parents have always been convinced that it is not possible to enforce any succession arrangement within the family, and that the takeover of a management role can only

be profitable for the company and everyone involved if it also corresponds to a naturally developed desire to do so. I am proud that my parents have been so reasonable.

You have been friends since you were young. How do you work as a team and do you complement one another with your skills in the company?

Thomas: When Hansjürg buys a new camera he first of all studies the operating instructions and checks all the functions of the new camera. After five minutes, once I have grasped all the main functions, I am taking my first pictures. In our day-to-day work together we meet somewhere in the middle. In that way we usually come to very carefully analysed, well timed decisions, which in the end we can back jointly and with full conviction.

Hansjürg: Thomas has an excellent feel for the abilities of his employees and the composition of teams. He is more of an "instinct person". I, on the other hand, always take a little more time to conclude any analysis completely and comprehensively. We often have very critical discussions and we always question our own decisions and actions in some detail. That's very important to us. So it's only natural for opinions to differ greatly now and again. But we both think it is very important that the much cited diversity, between colleagues and their strengths, is implemented and also exploited for a productive overall atmosphere in the BAUMANN Group.

Diversity is a much cited theme in management. What do you understand by the term?

Hansjürg: It comes in two dimensions: the diversity as mentioned above in the

sense of different opinions. We want and encourage conflict dialogue, because we question things critically. Even Thomas as the CEO has to be capable of justifying his decisions to the team. We don't want any pressure to conform. That has already cost many companies their existence. Every company needs critical voices. On the other hand there is the diversity of life experience, of origin. The BAUMANN Group employs over 1,300 people in ten countries. For that reason it is of great importance for us in a family company that operates globally to understand the differing international societies and cultures. At the same time it is a special challenge to integrate and encourage them according to their distinctive characteristics and strengths, i.e. to employ the right people in the right places and to motivate them to contribute their thoughts and ideas.

IT IS A VERY SPECIAL OPPORTUNITY TO BE ABLE TO ACHIEVE SOMETHING WITH YOUR BEST FRIEND IN THE FAMILY BUSINESS.

Thomas, Hansjürg stresses above all your special feeling for the employees and the way you deploy their skills in the right places. So how important is the individual for the company, or aren't the machines and processes just as important in your business?

Thomas: When I went to Brescia I was familiar with the methods of a business administrator and I built on my experience from self-employment in the restaurant business. It was my philosophy to employ the

right people in the right places. Accordingly it is not the managers but the technicians who have to contribute the specific know-how. We successfully implemented this philosophy in Italy. It was confirmation that it also works in an industrial enterprise. It was my personal key experience, because now I knew that I was ready to accept the challenge of corporate management. The enquiry came from the Administrative Board, and it arrived earlier than expected. What I did not even suspect at the time was that I would one day be so fascinated by springs and stampings, with their extremely specific know-how.

Do you sense the pressure and the expectations when, for example, Hans Rüegg talks about a life's mission from which there is no longer any turning back?

Hansjürg: I said yes to BAUMANN with full conviction and I was also aware that the pressure and the expectations would always be high. Hans Rüegg has always impressed me with his modesty and his down-to-earth nature. His close bond with the company and with its employees has made an indelible mark on the company. In these terms I see the life's mission as something very positively motivating. Responsibility is also shared by many individuals in our team, which I consider to be essential and very healthy for the company. As a result I benefitted from a very experienced management team in Rütli from the outset: Andreas Hohl (Head of Technology), Daniel Kluser (Sales), Hans-Peter Keller (Purchasing & Logistics) and Hugo Hinder (Accounting & Controlling) have always given me their full support.

In the Group Thomas has also put together a management team of people with very

different abilities and strengths, who complement one another well. It's great fun working in this team.

Thomas: I have a lot of respect for this role and for our commitment to the employees. After all we want to be a good, secure employer. We continue to promote a performance culture within the company and we are dependent on the will of eve-

SUCCESS BRINGS HAPPINESS, SO WE NEED SUCCESS STORIES

ry individual to get better every day. Only in that way can we maintain our lead on the competition in the long term. But we are also aware of our social responsibility. We think and act as entrepreneurs and we will never lose sight of our responsibility for the family company. The BAUMANN company intends to achieve long-term and sustainable growth. Any short-term maximisation of profits at the expense of the employees is out of the question.

You talk of a very special opportunity to be able to achieve something extraordinary in a long-established family business. What are your visions for the future of BAUMANN, for the next 125 years?

Thomas: We intend to accept the challenges of our fast-moving age and to remain an important supplier in future, within the region and internationally, as well as an employer that is fully aware of its social responsibility. We want to be among the global leaders with regard to technology, quality and partnership. We want to establish long-term partnerships with our international customers, to provide them with excellent quality worldwide and to grow

successfully with them. We stand for a culture that wants to improve every day, not to accept things as given facts but to question them repeatedly. We want to be capable of adapting quickly to new circumstances, and to cultivate a culture that says, "There is no such word as impossible!" Our employees are our most important resource. Last but not least: direct, open communication and trust are two of the key factors if you want daily hard work also to result in success, sustainable growth and a reputation as one of the best in the world at what you do.

Hansjürg: It's an old insight but it still applies: It's fun being successful. You need to experience success to motivate yourself. So we have to keep on working hard. I see it as key to our task to create a working environment in which passionate, innovative and well-motivated employees can develop by discussing things with each other in a critically constructive way, and we thus create the conditions to ensure that we always remain one step ahead of our competitors. So we all must be aware of this: It's up to all of us; every individual contributes to success or shares responsibility for failures. Our know-how is our capital. So the vision is something more like a process. We gradually work our way towards our visions and the major task, we optimise, professionalise, check and if need be make use of new sectors such as the new media. We motivate and invest in the employees and the team and we are open to innovations.

Thomas: In any case it is quite clear that we must continue to develop. In the current age the direction in which we must travel is often increasingly dependent on unpredictable or unforeseeable factors, and ones on which we can have no influence.

Precisely for that reason we must be ideally prepared so that we are always in a position to respond with appropriate flexibility. We must be vigilant. Entrepreneurial courage will be required. It is sometimes important simply to follow your entrepreneurial instinct before the markets already provide all the answers.

Thomas, how do you relax? You have been seen on the BAUMANN tennis court in the last few months with a company coach – any major plans?

Thomas: Sport is my great passion, next to my work. I am an enthusiastic tennis fan. After a lengthy break away from the tennis court, I wanted to get myself in shape for the summer and improve my game.

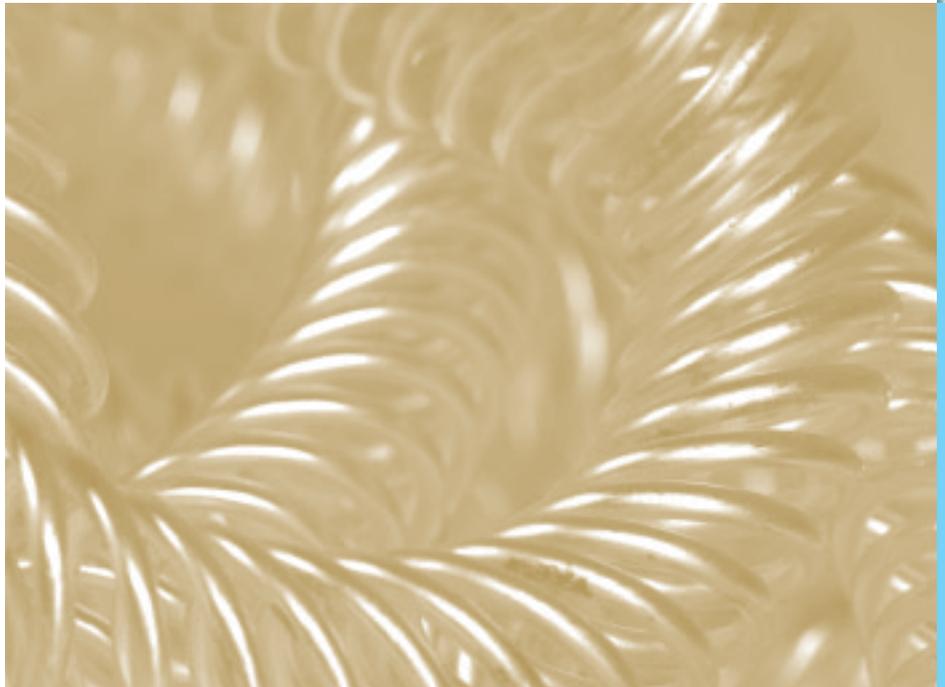
But despite that Hansjürg turned out to be too strong an opponent?

Thomas: A delicate topic that I would prefer not to go into... Hansjürg and I have always shared a passion for sport. Of course that also includes countless hard-fought duels in a wide range of disciplines, from cross-country skiing and cycling to squash.

Hansjürg: Sport moulded us both, dealing with victory and defeat, endurance, ambition. Many of the characteristics that are required in sport are also useful and decisive in business. It is also a good opportunity to maintain our mutual friendship outside the intensive atmosphere of the working day.

Yvonne Gabathuler	Driton Sahitaj	Michel Lagator	Rolando Abarro Martinez	Michael Wildhaber	Tseten Ngodup Gonpa	Beat Naumann	Hanspeter Frei	Cornelia Schnyder	Ajlene Iseni	Werner Bisquolm	Snezana Dabic-Branovic	David Moor	Max Kiefer	Naser Ameti	Marija Lasku-Koljicraj
Kymet Ycaal-Mirzali	Pera Djelic	Hubert Hager	Lovre Sola	Joaquim Costa	Patrizia Schmid	Koray Güler	Romina Tranquillo	Regula Brändli	Walter Hürimann	Daniel Loser	Dejan Simeonovic	Ernst Gmür	Lence Stojanova	Yves Kühne	Tobias Honegger
Martina Bachmann	Joe Ruter	Kurt Krienbühl	Zejadin Osmani	Luigi Lillo	Ajrula Abdul	Rolando Preisig	Max Forster	Urs Hildbrand	Carsten Reinke	Bilal Demirci	Ronny Hänig	Rolf Meile	Zejnullah Azemi	Louis Oberholzer	Stefan Gmür
Eridio Scianelli	Christine Krienbühl	Kevin von Gunten	Darko Besevic	Hanspeter Gantenbein	Slavko Marjanovic	Clau Riedi	Hanspeter Blöchliger	Drazenko Mijacevic	Engin Ince	Michael Kälin	Erich Brändli	Petar Pavic	Markus Diggelmann	Patrizia Kessler	Dario Juric
Andreas Hohl	Fatime Nuredini	Luigi Boccadamo	Mira Kulfesa-Bejan	Oliver Schmid	Steffen Kirchner	Nikolina Dimitrova	Milomir Plavsic	Giuseppina Ciortari	Florian Hotz	José Abreu-Fernandes	Norbert Jud	Muzafera Prasovic	Urs Gebauer	Carlo Tranquillo	Tu Minh Lay
Mario Keller	Cornel Alpiger	Bernardo Schweizer	Anneliese Mäder	Josef Blöchliger	Pedro Muster	Marko Dragicevic	Kurt Gmür	René Wenk	Marcel Fäh	Abida Prasovic	Reto Gubelmann	Pascal Lischer	Yusuf Arslan	Walter Nesina	Roland Hess
Erich Mächler	Cornelia Thrier	Sandra Dragicevic	Yakup Karabudak	Johannes W. Notenboom	Thomas Felber	Andreas Ramensperger	Gertrude Aegerter	Erich Keller	Thomas H. Rüegg	Astrid Bosshard	André Kühne	Daniela Eric	Segundo Quintero	Abraham Leuzinger	Erich Büsser
Nurhoyat Demirci	Claudio Herzig	Bestar Aljijji	Emina Prosovic	Lence Dimitrova-Petrova	Yanko Ristovski	Karl Hofstetter	Daniel Leemann	Ivo Dubravac	Matej Kufesa	Andreas Schlittler	Fritz Gmür	Tino Thoma	Hanspeter Bösch	Manjela Schulthess	Alan Cuk
Marcel Bühler	Jozo Marjanovic	Zeqirja Jakupi	Hermann Marger	Gaetano Giglio	Peter Kalin	Thomas Camenzind	Konrad Künzli	Sarah Giger	Heinrich Oberholzer	Werner Vollenweider	Ali Ekber Altun	Filippo Juliano	Markus Reichenbach	Karl Düggelein	Franz Lischer
Josef Loser	René Schmucki	Heinz De Maria	Andreas Stieger	Claudia Kuster	Thomas Wackerlin	Josef Blöchliger	Güngör Beklevic	Xueyan Zhang	Hans Honegger	Petar Illijasevic	Sadiye Orhan	Cornelia Blöchliger-Spühler	Ratko Maksimovic	Elisabeth Honegger-Schön	Adrian Rüegg
Mario Vicante	Emilia Georgieva	Hans R. Rüegg	Lufi Aksöz	Tarik Oez yurt	Stefan Helfenstein	Draga Sola	Ivka Dovidja-Galub	Thomas Lillo	Maja Schoch	Petra Bazic	Franz Rüegg	Jaha Krasnija	Vesna Velkov	Ajlloz Bushaj	Nedan Mikic
Vladimir Ratkovic	Bruno Graf	Kujtim Prekaj	Roswitha Kalin	Murathan Demirci	Dina Saitta	Hans-Peter Keller	Kadir Akkus	Franz Wespe	Ernst Güntensperger	Marcel Wildhaber	Silvan Liechi	Patrizia Annese	Valentin Marjakaj	Anton Zuppiger	Jürgen Hühner
Astrid Schoch	Claes Ohlin	Alois Bühler	Mirjam Landi Merli	Marc Trottmann	Olivier Gemoets	Hans Wohlgensinger	Josef Köppli	Ljubicica Miljic-Bozic	Andreas Friedli	Oliver Nebel	Pinar Sert	Mario Hofmann	Erika Thrier	Dejan Besevic	Richard Schlegel
Marcel Aschwanden	Arnold Widmer	Norbert Wegener	Leonie Schwitter	Raffello Minervini	Roger Reichenbacher	Murat Demirci	Ralf Kanis	Aleksandar Sevic	Hermann Hofstetter-Knobel	Benjamin Stoffel	Jorge Betran	Zekir Zekiri	Sladjana Plavsic	Nadia Kunz	Lukas Wäspi





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